



2015/2016 SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN

VISION

To be a thriving, well managed, tourist friendly, national leader providing all its inhabitants with quality services in a safe and healthy environment.

MISSION

Hibiscus Coast Municipality excels at providing quality services for all, facilitating partnerships and creating an enabling environment for sustainable development

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1. Legislated Framework

The Municipal Finance Management Act (MFMA) No 56 of 2003 requires that municipalities prepare a Service Delivery and Budget Implementation Plan

(SDBIP) as a strategic financial management tool to ensure that budgetary decisions that are adopted by municipalities for the financial year are aligned with their strategic planning tool, the Integrated Development Plan (IDP). The SDBIP is a contract between Council, administration & community. It gives effect to the IDP and budget of the municipality. The municipal budget shall give effect to the strategic objectives contained in the IDP. The SDBIP shall contain details on the execution of the budget & information on programmes & projects. There should be regular reporting on progress on the programmes or projects hence the performance evaluation have been indicated in the document. The SDBIP intends to empower councillors to perform their oversight responsibility better.

Section 69(3)(a) of the Municipal Finance Management Act, Act 56 of 2003(MFMA) requires the Accounting Officer to submit a draft Service Delivery and Budget Implementation Plan (SDBIP) to the Mayor:

- no later than 14 days after the approval of the Budget and drafts of the performance agreements as required in terms of Section 57 (1) (b) of the Municipal Systems Act, Act 32 of 2000.
- The Mayor must subsequently approve the SDBIP no later than 28 days after the approval of the Budget in accordance with section 53(1)(c)(ii) of the MFMA

Section 1 of the MFMA defines the SDBIP as:

“a detailed plan approved by the mayor of a municipality in terms of section 53(1)(c)(ii) for implementing the municipality's delivery of services and the execution of its annual budget and which must include the following:

- Projections for each month
- Revenue to be collected by source; and
- Operational and capital expenditure by vote
- Service Delivery targets and performance indicators for each quarter.”

The SDBIP is a one – year detailed implementation plan which gives effect to the IDP and Budget of the Municipality. It is a contract between the administration, Council and community expressing the goals and objectives set by Council as quantifiable outcomes that can be implemented by the administration over the next twelve months. This provides the basis of measuring the performance in service delivery against end year targets and implementing budget.

The five necessary components are:

1. Monthly projections of revenue to be collected for each month
2. Monthly projections of expenditure (operating and capital) and revenue for each vote
3. Quarterly projections of service delivery targets and performance indicators
4. Ward information for expenditure and service delivery
5. Detailed capital works plan broken down by ward over three years

PURPOSE OF THE SDBIP

The Service Delivery and Budget Implementation Plan (SDBIP) is a detailed annual financial plan for implementing services using the approved budget for 2015/2016. This annual service delivery plan called the SDBIP is based on the approved IDP and Budget. The SDBIP serves as a contract between the municipality and the community on the services that the municipality commits to deliver over the twelve (12) months. It also helps to hold the municipality and its management accountable for the performance on the mentioned programmes and projects.

BACKGROUND

The MFMA prescribes that each municipality must compile its SDBIP. The Mayor of the municipality is required to approve the SDBIP within 28 days after the approval of the budget and table the same at a Municipal Council meeting and made public no later than 14 days after approval for information. National Treasury's MFMA Circular No.13 further states that the SDBIP is a layered plan, once the top-layer targets have been set as in this document, the various departments of the municipality develop the next lower-level. The organisation of the SDBIP is in terms of the prescribed Key Performance Areas:

- Service Delivery and Infrastructure
- Municipal Transformation and Organisational Development
- Local Economic Development and Social Development
- Municipal Financial Viability and Management
- Good Governance and Public Participation
- Spatial and Environmental

MONITORING AND EVALUATION

The Organisational Performance Management System (OPMS) Framework and Policy were approved by Council. The performance management system makes provisions for the Quarterly and Mid-year performance reporting and reviews on the implementation of the SDBIP. The key focus areas and service delivery targets for the 2015/2016 are outlined in the departmental scorecards of this plan.

GENERAL KEY PERFORMANCE INDICATORS

The following key performance indicators will be complied with as prescribed in terms of Section 10 of the Local Government Municipal Planning and Performance Management Regulations, 2001:

- The percentage of households with access to basic level of water, sanitation, electricity and solid waste removal;
- The percentage of households earning less than R1100 per month with access to basic free services;
- The percentage of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan;
- The number of jobs created through the municipality's local economic development initiatives including capital projects;
- The number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan;
- The percentage of a municipality's budget actually spent on implementing its workplace skills plan; and
- Financial viability as expressed by the ratios in the gazette.

2. Strategic Objectives

A. Municipal Transformation and Organisational Development

- i. To develop an ethical and well managed corruption-free municipality
- ii. To improve and develop skills and capacity in HCM
- iii. To improve operational productivity in service delivery
- iv. To build a high-performance HCM organization

B. Service Delivery

- i. To improve infrastructure project and interventions delivery and ensure value is derived
- ii. To improve the delivery of basic services
- iii. To grow the Hibiscus rural area/ households that have full access to basic services.
- iv. To eliminate housing backlog

C. Local Economic Development

- i. To grow the economy of HCM by average of 5% in 5 years
- ii. To establish a conducive environment to attract and grow businesses and cooperatives
- iii. To promote rural development through nodal developments especially for commerce and industries
- iv. To promote HCM as a tourism and investment destination
- v. To improve social cohesion within HCM

D. Good Governance and Public Participation

- i. To promote a culture of participatory democracy and social cohesion
- ii. To address moral regeneration need
- iii. To foster effective and efficient Inter-Governmental Relations (IGR)
- iv. To have reviewed and up to date organisational policies in line with current national and provincial agenda
- v. To build a fraud and corruption free organization
- vi. To promote and uphold principles of good governance and legal compliance
- vii. To ensure a safe and crime free municipality by reducing crime through law and by-law enforcement.

E. Municipal Financial Viability and Management

- i. To ensure efficient and effective management of leases and disposal of Municipal owned properties.
- ii. To uphold treasury norms and standards in terms of budgeting and reporting requirements
- iii. To improve debt and revenue management

- iv. To ensure expenditure on long-term capital infrastructure project plans

F. Cross Cutting Issues

- i. To promote a healthy and hygienically safe environment, which supports sustainable utilization of natural resources and creates an environmentally educated society?
- ii. To promote sustainable and resilient infrastructure development and land use.
- iii. To improve and build a sustainable HCM environment

3. 2015/2016 Monthly Financial Projections

Description	Budget Year 2015/16											
R thousand	July	August	Sept.	October	November	December	January	February	March	April	May	June
Revenue By Source												
Property rates	21 637	19 535	25 647	24 551	22 647	19 647	19 885	25 637	27 647	24 501	27 545	106 798
Property rates - penalties & collection charges	-	-	-	-	-	-	-	-	-	-	-	-
Service charges - electricity revenue	7 782	7 782	7 782	7 782	7 782	7 782	7 782	7 782	7 782	7 782	7 782	28 668
Service charges - water revenue	-	-	-	-	-	-	-	-	-	-	-	-
Service charges - sanitation revenue	-	-	-	-	-	-	-	-	-	-	-	-
Service charges - refuse revenue	3 565	3 305	3 900	4 016	3 980	3 677	4 287	4 101	3 701	4 201	4 310	14 037
Service charges - other	-	-	-	-	-	-	-	-	-	-	-	-
Rental of facilities and equipment	201	199	180	202	202	356	143	146	181	210	151	1 824
Interest earned - external investments	460	471	445	381	434	450	432	445	455	461	551	539
Interest earned - outstanding debtors	820	820	820	820	820	820	820	820	820	820	820	1 739
Dividends received	-	-	-	-	-	-	-	-	-	-	-	-
Fines	801	802	800	821	823	837	751	825	822	831	835	(2 552)
Licences and permits	500	512	503	565	454	501	523	523	535	541	545	5 983
Agency services	330	330	330	330	330	330	330	330	330	330	330	(3 598)
Transfers recognised - operational	32 417	2 448	2 100	1 901	30 867	1 547	1 301	1 501	30 867	2 400	1 410	20 306
Other revenue	963	963	963	963	963	963	963	963	963	963	963	37 789
Gains on disposal of PPE												-
Total Revenue (excluding capital transfers and contributions)	69 475	37 168	43 469	42 331	69 301	36 909	37 218	43 072	74 102	43 039	45 243	211 533
Expenditure By Type												
Employee related costs	17 434	18 946	21 647	23 988	19 435	22 501	19 746	24 544	22 122	23 544	24 646	77 378
Remuneration of councillors	1 475	1 475	1 475	1 475	1 475	1 475	1 475	1 475	1 475	1 475	1 475	1 483
Debt impairment	-	-	-	-	-	-	-	-	-	-	-	-
Depreciation & asset impairment	4 036	4 036	4 036	4 036	4 036	4 036	4 036	4 036	4 036	4 036	4 036	10 130
Finance charges	3	3	3	2 021	3	1 400	3	3	3	2 153	3	1 400
Bulk purchases	4 653	4 986	4 501	5 301	4 986	4 510	5 342	4 977	4 900	5 501	6 101	21 664
Other materials	3 187	3 187	3 187	3 187	3 187	3 187	3 187	3 187	3 187	3 187	3 187	21 167
Contracted services	2 197	2 197	2 197	2 197	2 197	2 197	2 197	2 197	2 197	2 197	2 197	10 525
Transfers and grants	-	-	-	-	-	-	1 345	1 345	-	-	-	63 410
Other expenditure	6 753	6 601	5 444	7 934	7 966	6 576	7 410	12 645	13 523	14 534	15 634	18 237
Loss on disposal of PPE	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenditure	39 739	41 430	42 490	50 139	43 285	45 881	44 742	54 409	51 443	56 627	57 279	225 395
Surplus/(Deficit)	29 736	(4 263)	979	(7 808)	26 016	(8 972)	(7 524)	(11 337)	22 659	(13 588)	(12 036)	(13 862)

4. 2015/2016 Revenue by Source

Description	Budget Year 2015/16											
R thousand	July	August	Sept.	October	November	December	January	February	March	April	May	June
Revenue By Source												
Property rates	21 637	19 535	25 647	24 551	22 647	19 647	19 885	25 637	27 647	24 501	27 545	106 798
Property rates - penalties & collection charges	–	–	–	–	–	–	–	–	–	–	–	–
Service charges - electricity revenue	7 782	7 782	7 782	7 782	7 782	7 782	7 782	7 782	7 782	7 782	7 782	28 668
Service charges - water revenue	–	–	–	–	–	–	–	–	–	–	–	–
Service charges - sanitation revenue	–	–	–	–	–	–	–	–	–	–	–	–
Service charges - refuse revenue	3 565	3 305	3 900	4 016	3 980	3 677	4 287	4 101	3 701	4 201	4 310	14 037
Service charges - other	–	–	–	–	–	–	–	–	–	–	–	–
Rental of facilities and equipment	201	199	180	202	202	356	143	146	181	210	151	1 824
Interest earned - external investments	460	471	445	381	434	450	432	445	455	461	551	539
Interest earned - outstanding debtors	820	820	820	820	820	820	820	820	820	820	820	1 739
Dividends received	–	–	–	–	–	–	–	–	–	–	–	–
Fines	801	802	800	821	823	837	751	825	822	831	835	(2 552)
Licences and permits	500	512	503	565	454	501	523	523	535	541	545	5 983
Agency services	330	330	330	330	330	330	330	330	330	330	330	(3 598)
Transfers recognised - operational	32 417	2 448	2 100	1 901	30 867	1 547	1 301	1 501	30 867	2 400	1 410	20 306
Other revenue	963	963	963	963	963	963	963	963	963	963	963	37 789
Gains on disposal of PPE												–
Total Revenue (excluding capital transfers and contributions)	69 475	37 168	43 469	42 331	69 301	36 909	37 218	43 072	74 102	43 039	45 243	211 533

5. 2015/2016 Capital Expenditure

Description	Budget Year 2015/16											
R thousand	July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June
Capital Expenditure - Standard												
Governance and administration	1 351	2 139	4 854	3 310	3 103	1 812	1 913	2 458	3 036	3 615	4 049	40 301
Executive and council	1 331	2 108	4 782	3 261	3 057	1 785	1 885	2 422	2 991	3 561	3 989	39 572
Budget and treasury office	11	18	41	28	26	15	16	21	26	31	34	(171)
Corporate services	9	14	31	21	20	12	12	16	19	23	26	900
Community and public safety	2 285	3 618	8 210	5 599	5 248	3 064	3 236	4 157	5 136	6 114	6 848	5 941
Community and social services	291	460	1 044	712	668	390	412	529	653	778	871	(5 833)
Sport and recreation	223	353	801	547	512	299	316	406	501	597	668	(1 724)
Public safety	40	63	143	97	91	53	56	72	89	106	119	1 700
Housing	1 732	2 742	6 222	4 243	3 977	2 322	2 452	3 151	3 892	4 633	5 189	11 799
Health												-
Economic and environmental services	631	999	2 266	1 545	1 448	846	893	1 147	1 417	1 687	1 890	(11 158)
Planning and development	23	36	82	56	53	31	32	42	51	61	69	140
Road transport	608	962	2 184	1 489	1 396	815	861	1 106	1 366	1 626	1 821	(11 298)
Environmental protection												-
Trading services	385	610	1 384	944	885	516	545	701	866	1 030	1 154	18 933
Electricity	267	423	960	654	613	358	378	486	600	715	800	11 177
Water												-
Waste water management												-
Waste management	118	187	424	289	271	158	167	215	265	316	354	7 756
Other	20	32	72	49	46	27	28	36	45	54	60	(96)
Total Capital Expenditure - Standard	4 672	7 398	16 786	11 447	10 731	6 265	6 616	8 500	10 500	12 500	14 000	53 921

6. 3-5 year infrastructure plan

IMPLEMENTATION PLAN

CONSOLIDATED INFRASTRUCTURE PLAN – 3-5 years

SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT																
Key Challenge	Project	Ob j Ref.:	Objectiv e	Strate gies	Perfor mance Indicat or	Progra mme	Basel ine	5 Yr Targets					Target & Yr (if outside 5 yr period)	Budget (R)	Source	Responsibilit y (in Mun)
								Yr 1	Yr 2	Yr 3	Yr 4	Yr 5		('000)		
								2012/13	2013/14	2014/15	2015/16	2016/17				
1. MUNICIPAL WIDE PROJECTS										R20 761 375.00	R25 200 000.00	R26 140 000.00				
Backlog in Service Delivery	Roads Rehabilitation Phase 7 Gravel		Improve infrastructure project and interventions delivery and ensure value is derived	Tarring of gravel roads	Date of the completion of the construction and refurbishment of roads	SIP 6 & 7				R 5 600 000.00	R 6 200 000.00	R 6 820 000.00			HCM IDP 2013/14	Internal
	Roads rehabilitation Phase 6 Tarred										R 5 600 000.00	R 6 200 000.00	R 6 820 000.00			HCM IDP 2013/14

SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Key Challenge	Project	Obj Ref.:	Objective	Strategies	Performance Indicator	Programme	Baseline	5 Yr Targets					Target & Yr (if outside 5 yr period)	Budget (R) ('000)	Source	Responsibility (in Mun)
								Yr 1	Yr 2	Yr 3	Yr 4	Yr 5				
								2012/13	2013/14	2014/15	2015/16	2016/17				
	Storm water Rural			Basic Services in every household (Water and Sanitation 2000)	Date of the completion of the construction of storm water					R 2 400 000.00	R 2 650 000.00	R 2 650 000.00			HCM IDP 2013/14	Internal
	Storm water urban					SIP 6 & 18				R 2 400 000.00	R 2 650 000.00	R 2 650 000.00			HCM IDP 2013/14	Internal
Unsafe street at night leading to increased crime activity	Traffic signals lights replacement		To ensure community safety	Improve Basic Infrastructure (Densely Populated)	Number of street lights installed	SIP 6				R 500 000.00					HCM IDP 2013/14	Internal
	Street lights replacements									R 500 000.00					HCM IDP 2013/14	Internal

SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Key Challenge	Project	Obj Ref.:	Objective	Strategies	Performance Indicator	Programme	Baseline	5 Yr Targets					Target & Yr (if outside 5 yr period)	Budget (R) ('000)	Source	Responsibility (in Mun)
								Yr 1	Yr 2	Yr 3	Yr 4	Yr 5				
								2012/13	2013/14	2014/15	2015/16	2016/17				
	Aesthetic street light HCM CBD Phase 3			Areas)						R 700 000.00					HCM IDP 2013/14	Internal
Backlog in Service Delivery	Staff Ablution facilities Phase 3		To improve the delivery of basic services	Construction of ablution facilities	Number of staff ablution facilities constructed	SIP 6 & 18				R 500 000.00	R 6 500 000.00	R 7 200 000.00			HCM IDP 2013/14	Internal
	Outlands Landfill Site Phase 5			Date of the completion of the construction of stor	Completed development of landfill site	SIP 6				R 500 000.00					HCM IDP 2013/14	MIG

SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Key Challenge	Project	Obj Ref.:	Objective	Strategies	Performance Indicator	Programme	Baseline	5 Yr Targets					Target & Yr (if outside 5 yr period)	Budget (R) ('000)	Source	Responsibility (in Mun)
								Yr 1	Yr 2	Yr 3	Yr 4	Yr 5				
								2012/13	2013/14	2014/15	2015/16	2016/17				
				m water												
	Rural Storm Water				Date of the completion of the construction of storm water	SIP 6 & 18									HCM IDP 2013/14	MIG
	Road rehabilitation			Improve Basic Infrastructure (Densely Populated Areas)	Date of the completion of the construction and refurbishment of roads	SIP 6 & 7				R 2061 375.00					HCM IDP 2013/14	MIG
	Refuse compactors				Number of refuse	SIP 6									HCM IDP 2013/14	Internal

SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Key Challenge	Project	Obj Ref.:	Objective	Strategies	Performance Indicator	Programme	Baseline	5 Yr Targets					Target & Yr (if outside 5 yr period)	Budget (R) ('000)	Source	Responsibility (in Mun)
								Yr 1	Yr 2	Yr 3	Yr 4	Yr 5				
								2012/13	2013/14	2014/15	2015/16	2016/17				
					comp actors											
	Promoting sustainable livelihoods development through multi-stakeholder forum										R 1 000 000.00				HCM IDP 2013/14	DEDTEA/HCM
2. STRATEGIC SPATIAL PLANNING PROJECTS																
Urban Decay	Hibiscus Core Local Area		To improve infrastructure projects	To beautify HCM and	Completed plans adopted by	SIP 7					R 1 500 000.00				HCM IDP 2013/14	CoGTA

SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Key Challenge	Project	Obj Ref.:	Objective	Strategies	Performance Indicator	Programme	Baseline	5 Yr Targets					Target & Yr (if outside 5 yr period)	Budget (R) ('000)	Source	Responsibility (in Mun)
								Yr 1	Yr 2	Yr 3	Yr 4	Yr 5				
								2012/13	2013/14	2014/15	2015/16	2016/17				
	Plan and Port Shepstone Urban Renewal		and interventions delivery and ensure value is derived	ensure it's attractiveness	Council											
	Margate Urban Renewal Project (Implementation)										R 10 000 000				HCM IDP 2013/14	CoGTA
	Margate Airport Master Plan		To grow the economy of HCM to 8% in 5 years								R 500 000.00				HCM IDP 2013/14	CoGTA
	Alema Street LAP		To improve infrastructure												HCM SDF 2014/15	Internal

SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Key Challenge	Project	Obj Ref.:	Objective	Strategies	Performance Indicator	Programme	Baseline	5 Yr Targets					Target & Yr (if outside 5 yr period)	Budget (R) ('000)	Source	Responsibility (in Mun)
								Yr 1	Yr 2	Yr 3	Yr 4	Yr 5				
								2012/13	2013/14	2014/15	2015/16	2016/17				
			projects and interventions delivery and ensure value is derived													
3. ENVIRONMENTAL PROJECTS											R 4 500 000.00					
	Strategic Environmental Assessments (SEA)		The municipality has huge environmental land which requires protection		Completed plans adopted by Council						R 500 000.00					DEDTEA/HCM
	Estuary Management Plan		Estuary and coastal management is								R 200 000.00					DEDTEA/HCM

SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Key Challenge	Project	Obj Ref.:	Objective	Strategies	Performance Indicator	Programme	Baseline	5 Yr Targets					Target & Yr (if outside 5 yr period)	Budget (R) ('000)	Source	Responsibility (in Mun)
								Yr 1	Yr 2	Yr 3	Yr 4	Yr 5				
								2012/13	2013/14	2014/15	2015/16	2016/17				
			required													
	Wetlands Rehabilitation		Wetlands are scattered throughout the Municipality								R 200 000.00					DEDTEA/HCM
	Alien Invasive Management		Primary and Secondary Corridors merge within the Municipality								R 1 000 000.00					DEDTEA/HCM
	Open Space System Plan for HCM		To improve and build a sustainable								R 500 000.00				HCM IDP 2013/14	CoGTA

SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Key Challenge	Project	Obj Ref.:	Objective	Strategies	Performance Indicator	Programme	Baseline	5 Yr Targets					Target & Yr (if outside 5 yr period)	Budget (R) ('000)	Source	Responsibility (in Mun)
								Yr 1	Yr 2	Yr 3	Yr 4	Yr 5				
								2012/13	2013/14	2014/15	2015/16	2016/17				
	Identifying and Demarcation of high value agriculture land		HCM environment		Approved high value agricultural land						R 600 000.00				HCM IDP 2013/14	DEDTEA/HCM
	Develop and Implement a Green Lands Caping Guideline for Public Areas				Completed and Approved Green Lands caping Guidelines by Council						R 500 000.00				HCM IDP 2013/14	DEDTEA/HCM
	Establishing joint conser				Established Conser						R 1 000 000.00				HCM IDP 2013/14	EKZNW/HCM

SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Key Challenge	Project	Obj j Re f.:	Objectiv e	Strate gies	Perform ance Indicat or	Progra mme	Basel ine	5 Yr Targets					Target & Yr (if outside 5 yr period)	Budget (R) ('000)	Source	Responsibilit y (in Mun)
								Yr 1	Yr 2	Yr 3	Yr 4	Yr 5				
								2012/13	2013/14	2014/15	2015/16	2016/17				
	vation planni ng forum with EKZN W				n Planni ng Forum											
4.LOCAL ECONOM IC DEVELO PMENT PROJEC TS																
	Touris m Corido r Study		To grow the econom y of HCM to 8% in 5 years		Compl eted plans adopt ed by Counc il	SIP 3					R 500 000.00				HCM IDP 2013/14	DEDTEA/H CM
	Izotsh a corrido r and conce ptual precin ct plans										R 1 000 000.00				HCM IDP 2013/14	DEDTEA/H CM

SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Key Challenge	Project	Obj Ref.:	Objective	Strategies	Performance Indicator	Programme	Baseline	5 Yr Targets					Target & Yr (if outside 5 yr period)	Budget (R) ('000)	Source	Responsibility (in Mun)
								Yr 1	Yr 2	Yr 3	Yr 4	Yr 5				
								2012/13	2013/14	2014/15	2015/16	2016/17				
	Packaging Industrial Development opportunities				Approved areas for future industrial development						R 750 000.00				HCM IDP 2013/14	DEDTEA/HCM
	KwaXolo Caves Project														HCM IDP 2013/14	DEDTEA/HCM
	Establishing product collection points/systems (Agri-hubs)										R 500 000.00				HCM IDP 2013/14	DEDTEA/HCM

7. 2015/2016 SDBIP Quarterly Evaluation Process:

BACKGROUND

In order to assess an organisation's performance, a balanced view is required, incorporating a multi-perspective assessment of how the organisation performs. The quality and full understanding of such reports is important as the process is to help improve organisational systems and practices. While in our case performance, planning and regular valuations is a legislative requirement, cognisance needs to be taken of the fact that for every organisation taking its responsibilities seriously and determined to be a better performer this exercise is essential. The developed plan is to be evaluated quarterly in line with the legislation as well as good organisational practice. Quarterly evaluation reports will be submitted to the Audit Committee.

PROCESS OUTLINE

Given the required reporting to national Treasury by the municipality the process shall be as follows:

- Quarterly evaluations to be conducted within 30 days after the end of the quarter.
- Departmental reports accompanied by portfolio of evidence files should be submitted no later than the 5th of the month following the end of the quarter to IDP Office.
- There shall be a corporate management meeting (management evaluation) no later than 5 days after the deadline to confirm the credibility and professionalism of the report before it is submitted to EXCO for the quarterly evaluation.
- Quarterly evaluations must be held no later than the 28th of the month following the end of the quarter.
- In addition to the performance reports, departments are to submit performance (quarterly) plans projecting targets for quarter ahead.
- Agenda for the quarterly evaluation meetings to be made available to all members no later than 3 working days prior to the meeting.
- Each Head of Department should come with all line managers to the quarterly evaluation meetings.
- A committee clerk will take minutes of the meeting proceedings.

SCHEDULE OF DATES

Below is the schedule of dates for submission of reports to the IDP Manager, Management evaluation and quarterly evaluation meetings:

SDBIP schedule for 2015 / 2016

Activity	1 st quarter	2 nd Quarter	3 rd Quarter	4 th Quarter
	October 2015	January 2016	April 2016	July 2016
Submission of report	9	8	8	8
Management evaluation	12	11	11	11
Quarterly evaluation session	22	21	21	21

8. 2015 – 2016 Departmental Scorecards